



Caribbean
Landscape Conservation Cooperative

Bridging Science and Action, Land and Sea



2016-2017 Work Plan

Approved: 29 September 2016

Goals of 2016-2017 work plan:

- Lay-out clear steps to facilitate the revitalization of the CLCC steering committee, staff, and functional operation (structure and decision space).
- Develop the framework to support a Cooperative business/strategic plan, clearly articulating the Cooperative's purpose, niche, identity, and value-added to the conservation community (and how we'll achieve our goals) pulling from CLCC "niche" work since 2013 and using experiences gained through pilot areas to guide long-term strategic planning as a "reverse engineering" approach.
- Select pilot areas in Puerto Rico and the U.S. Virgin Islands to work towards the development of the CLCC's first iteration of a "Conservation and Science Strategy", using landscape conservation design (LCD) as a tool to identify science needs and partnerships to implement conservation supporting our shared conservation goals.
- Complete a Communications/Marketing Strategy aimed at (1) understanding the needs of stakeholders (conservation decision-makers); (2) delivering a holistic message of the purpose, function, and niche of the Cooperative (directly addressing the identified stakeholder needs) to build partnerships and identify and supply science, information, and knowledge in support of long-term conservation and climate adaptation planning and implementation; and (3) institutionalizing the tactical procedures of how we will continue to communicate activities and efforts of the CLCC Steering Committee, Staff, Research Teams, and Conservation Action Teams to internal and external audiences.

Work plan development and approval process:

Staff developed the work plan in March and April 2016 based off of discussions with partners and the direction 2015 and 2016 Steering Committee and Executive Team were leading. Staff submitted a draft work plan to the Steering Committee on April 29, 2016 and through a series of weekly calls staff received comments from the Executive Team. On May 27th the revised draft was submitted to the Steering

Committee for additional review. A version 1.2 was developed based on those comments and returned to the Steering Committee one week prior to an annual face to face meeting in Puerto Rico on June 28, 2016. At that meeting the Steering Committee decided to revamp the direction of the Cooperative’s strategic planning efforts (business, science, and communications planning) towards a pilot area focus. Staff were directed to revamp the work plan to reflect the new direction for FY16 and FY17 and begin implementation. This document is final version of the work plan and was approved by the Steering Committee on September 29, 2016. See Table 1 for a timeline of the approval process.

29 April	13 May	27 May	10 June	Week prior to SC meeting	Face to Face SC meeting (June 28, 2016) and follow-up	Face to Face SC meeting (September 29, 2016)
Version 1.0 submitted to SC for review	Comments from SC due to staff; and discuss on weekly call	Staff submit v1.1 revised work plan to SC for additional review	Comments from SC due to staff; discuss on weekly call	Staff return draft work plan v1.2	Final work plan discussion and revision	Approval

Table 1: Timeline of approval process for 2016-2017 work plan.

How this document is set-up:

This document is framed around three key work areas: (1) developing a Business Strategy, (2) selecting pilot areas and working towards the development of landscape conservation design (LCD) for collaborative conservation action, and (3) completion of our Communications/Marketing Strategy. Included in all three work areas is defining the niche (purpose and reason for being) of the Cooperative. *This document is NOT intended to deliver those strategies but to provide the actionable steps to develop the strategies within this fiscal year and into FY17.* Subsequent annual work plans will be able to be built from the strategies we develop this year. Each section will include a narrative providing the historical context (how we got to this point), the desired “end game” or goals of each action, who is responsible for the completion of that task, and finally a list of deliverables. A concerted effort was made to keep these narratives short, providing only a high-level overview, the final strategic documents can provide more in-depth discussion. This version does not include budget and timelines as the Staff and Steering Committee have an internal tool for each of these three work areas with that information. The work plan timelines are flexible as the three work areas are tightly linked and progress is dependent on a variety of internal and external factors. As such the staff have built in check-points for timeline revision based on progress.

1. Toward our Business Strategy:

Our Cooperative, to date, has functioned without a business strategy. Many of the core-pieces exist, but should be reexamined as we make an important transition in leadership, organization structure, and identifying our niche (purpose and role) within the conservation and climate communities of practice and research in the region. Our past business model consisted largely of financial resources stemming from a single partner, highly centralized decision-making, an unclear role of the steering committee, and blurry decision space between the funding agency, staff, and the steering committee. This model was effective in

getting the Cooperative off the ground, but our present re-vitalization acknowledges an evolution that requires a more purposeful approach of co-governance and steering committee leadership facilitated by staff. A Business Strategy is a fundamentally important document that provides clear bounds on decision-making processes. Business strategies can take a wide variety of forms but have several core-components in common that staff used to develop the activities listed below (adapted from Forbes.com, Entrepreneur.com, and Dummies.com for our purposes).

Business Strategy Activities in 2016-2017

- **Preparation for a Strategic Planning Consultant and Strategic Plan Development:** In November 2014 and again in 2016 the Steering Committee requested a consultant be retained for assisting the Coordinator and Steering Committee develop the CLCC Strategic Plan. While a Request for Qualifications is developed the CLCC Staff will compile existing information for a market analysis (stakeholder information, past ecosystem governance work), mission and vision statements and strategic alignment documents, communications tool assessments, foundational documents, SWOT (Strengths, Weaknesses Opportunities, Threats) analyses, contact lists, etc. and synthesize into usable forms for us by consultant and new coordinator.
- **Market Analysis:** an assessment of similar groups and target groups (stakeholders), trends in large-scale conservation in the region and research on similar “products”, identify measures that can be used to determine success, identification and assessment of similar initiatives that can be used to transparently help to define the ‘niche and services’ (also known as “positioning”) and show clearly how the CLCC fits into the socio-political conservation landscape within the LCC Network and regionally (i.e., PRCCC, Climate Hub). Much existing information done by Staff and Steering Committee previously can be used by a consultant to synthesize this, the action is to compile and synthesize it all transparently for strategic planning and identify marketing research needs and options for filling those needs. The staff and steering committee will review options with the consultant for filling marketing research needs and select an option. SC and Cooperative as a whole to come to agreement on the content and results of the analysis and its integration into larger strategic planning efforts.
- **Develop new, clear mission and vision statements.** The consultant will review existing mission and vision statements from 2012 and 2015 for the Cooperative and re-evaluate as needed based on education on the Network LCC system, the recent National Academy of Science Review (NAS review), steps for LCC evaluation (e.g. FWS’s SIAS), the results of market analysis, and with staff present to Steering Committee for review and decision. SC to develop with staff and consultant recommendations and approve new mission and vision statement.
- **Co-develop a description of the Cooperative, its purpose and niche, the services it intends to provide.** Considering existing sources and actions referred to above and our past discussions and work to address the description, purpose and niche, and services, the SC will re-evaluate previous decisions with staff and consultant guidance. Note: This step

overlaps with communications/marketing strategy work on high-level messaging so is a cross-strategy step.

- **Assess the personnel, advisory, and financial needs of the Cooperative to achieve the annual and long-term goals.** With the CLCC's new focus on developing a co-governance model having a clear understanding of the personnel, advisory, and financial needs of the Cooperative is needed to guide budget decisions. The Consultant and Coordinator will work with Staff and Steering Committee to determine what Staff and project teams (Research Teams and Conservation Action Teams) need. They will use prioritization of science and conservation projects in Conservation and Science Strategy to determine financial needs over short- and long-term and communications/marketing plan's assessment of tools and ROI to build budget as well as determine budget for facilities and maintenance/operations, including of equipment and property items.
- **Assessment of *current* strengths, weakness, opportunities, and threats (post-revitalization).** We completed a SWOT analysis in November 2014 (St. Thomas face to face), it may be beneficial to re-assess (compare to the 2014 baseline) toward the end of FY16 as a self-assessment and a measure of success for the re-vitalizations. Note: This step overlaps with communications/marketing strategy SWOT work.
- **Revision and description of the organizational structure (SC, management team and team structure)** and what each organization and specific members bring to the table and how those qualities benefit the cooperative. The Coordinator with the Consultant and the SC Executive Team will work on revising the organizational structure for both the interim and for the long-term based on experiences in the pilot areas and with LCD. Language for the interim and long-term will be developed by Staff with the consultant and approved by the SC. The full cooperative will come to agreement on clear linkages between the organizations and people representing to the mission and goals of the cooperative (see objectives hierarchy from SDM work).
- **Integrate Conservation and Science Strategy in Business Plan**
- **Integrate Communications Strategy in Business Plan Actions** listed in subsequent section 3
- **Evaluate all funding options and mechanisms** (see SDM objectives hierarchy). The Coordinator with the Consultant and Executive Team will assess the potential of partnerships, MOUs, agreements, contracts, and external grants to address the Cooperative needs and goals and determine which partner programs can be aligned toward common goals.
- **Revise CLCC charter:** The Coordinator will work with the Executive Team to use the information gained in 2016-2017 and the strategic planning process to revise the CLCC charter.

- **Develop a framework for the creation of annual work plans** grounded in the tenets of the larger long-term strategy for the Cooperative based on the revised charter. Staff and Steering Committee will use this first CLCC annual work plan, strategic plan, and revised charter to develop a framework for the creation of future annual work plans.

2. Towards our Conservation and Science Strategy:

FY16 efforts toward our Conservation and Science Strategy are well grounded and build on our past successes. In December 2013 we held a workshop in San Juan with over 100 stakeholders from Puerto Rico and the U.S. Virgin Islands who prioritized over 480 priorities across eight theme areas that were gleaned from 40 existing conservation strategies from the US Caribbean. Using the outcomes of the stakeholder meeting we finalized our first effort toward a Conservation and Science Strategy as our Mission Alignment (<http://caribbeanlcc.org/science-strategy-mission-alignment-2015/>) during the spring of 2014. The Mission Alignment document identified 5 shared conservation priorities and numerous sub-objectives; and while successful in identifying common/shared conservation objectives, the Mission Alignment fell short in terms of providing clear actions leading toward a fundamentally new way of doing conservation.

At the same time, the Network LCC was evolving and moved quickly toward LCD. At our Face to Face Steering Committee meeting in St. Thomas in November 2014, the CLCC SC was first introduced to the Southeast Conservation Adaptation Strategy (SECAS) and Dr. Rua Mordecai, Science Coordinator for the SALCC, shared the South Atlantic LCCs work toward a conservation blueprint (their version for LCD). The Steering Committee discussed the virtues of doing (LCD, defined and discussed in more detail below) and utilizing a structured decision-making (SDM) approach to guide the process emphasizing the importance of multi-stakeholder engagement and transparency. The SDM process leads to a value-indicators approach which is excellent for engaging multiple stakeholders, balancing multiple objectives, and linking conservation actions to specific biological outcomes. A decision was made at the St. Thomas meeting to join the other LCCs in the southeast to pursue the SECAS initiative and develop LCD for the US Caribbean (and beyond as opportunities allow). *A completed LCD will be the conservation and science strategy for the cooperative providing spatially-explicit conservation strategies (for partners to implement and collectively monitor and evaluate) to address current and future conservation needs as well as to identify critically needed science to support current and future conservation decisions.*

Toward these SC-directed goals, CLCC staff participated in several SDM trainings by the Department of the Interior (including a focused Caribbean cays training) and U.S. Environmental Protection Agency and currently participate within Network LCC circles on several LCD initiatives. In June 2015 through joint funding by USGS Southeast Climate Science Center (SE CSC) and US Fish and Wildlife Service Ecological Services (USFWS-ES), in addition to some CLCC base funding (USFWS-Science Applications through the USFS-IITF) we completed a workshop led by a team of SDM experts. USFS-El Yunque hosted the meeting at their Catalina field office. During the four day workshop 13 Steering Committee members representing 10 partner organizations developed the foundation for our LCD efforts. This included the geographic scope, identification of key decision-makers, an overarching strategic objective, and four high-level fundamental objectives (<http://caribbeanlcc.org/sdm-workshop-report-executive-summary/>). Subsequent to the meeting in El Yunque the SC split into “Tiger Teams”, one for each fundamental objective, to more completely flesh out the complete objectives hierarchies. To date,

the Ecological Integrity Tiger Team has completed a draft objectives hierarchy, the Human Well-Being Team has made substantial progress in framing their discussions through several meetings and have a clear vision for how to proceed. On June 28th, 2016 the CLCC SC met face to face in the EPA offices in Guaynabo, Puerto Rico and made several clear decisions that are setting the course for our shared LCD. Notably a decision was made to reduce the scope of work to a small more manageable watershed or sub-watershed, rather than the previously identified scope. To this effect the work plan was revamped to include “LCD pilot areas” (official label pending, this label is a placeholder). Overall, the direction provided by the SC, listed below, forms the basis of our coordination activities for the remainder of the 2016 and beginning 2017 fiscal years.

Steering Committee Direction: Decisions made at the June 2016 CLCC face to face SC meeting

1. Use a criteria-driven process to select a Pilot Area(s) (sub-watershed to watershed scale) to develop the planning, implementation, evaluation, and monitoring phases of LCD
 - a. Several criteria for Pilot Area selection were identified by the Steering Committee and included:
 - i. CLCC value-added through enhanced coordination (will greater coordination in this area make a marked difference?)
 - ii. Are partner agencies willing / able to invest in the proposed area?
 - iii. Overlap of existing partner priority areas
 - iv. Pathways exist to implement actions that will address the Cooperatives Fundamental Objectives (an area where we can apply the values-indicator approach across all the Fundamental Objectives)
 - v. Integrates climate adaptation and supports use of climate smart strategies
 - b. Tasked Staff with developing other suitable criteria including identifying themes through our Mission Alignment and Ecosystem Governance documents and integrating with our Conservation Action Teams (CATs).
2. A market analysis should be conducted within potential Pilot Areas (coordination with components of the Business and Communications Plans)
 - a. Identify stakeholders, partners, target audience, needs, existing programs and efforts,
 - b. Staff recommendation: the market analysis should be integrated into the selection criteria
3. Continue moving forward with the values-indicator (SDM) approach to identify the “why” do landscape scale conservation and the means by which to prioritize implementation strategies
 - a. Staff should take the lead in fleshing out the objectives hierarchy and identifying draft indicators for SC discussion; this should entail (as needed to move forward) conversations with partners, experts, and stakeholders
 - b. The Cultural and Historic Resources Fundamental Objective, should receive high priority and attention (acknowledging we do ecology well, but all need help integrating cultural and historic resources into our planning)
4. Host a LCD training for the SC and partners to improve social learning
 - a. Goals:
 - i. Final selection of the Pilot Area
 - ii. Initial application of values-indicators approach within the Pilot Area

- iii. Discuss strategies (business and on-the-ground), implementation, monitoring, and evaluation

Next Steps toward completing landscape conservation design

The following steps will be implemented toward development of landscape conservation design (LCD) within discrete Pilot Area(s). There are essentially two distinct tasks that will be developed in parallel: (1) selection of pilot area(s) and (2) completion of CLCC objectives hierarchies and identification of indicators followed by application of the indicators into the specific Pilot Area(s) geography (Figure 1.). The FY16 work plan will end with the SC selection of final pilot area(s) where the SC will be given the first opportunity to apply the objectives and indicators to “see” how this framework will lead us to spatially-explicit strategies so discussion can begin on shared implementation and monitoring strategies.

- **Developing a data-driven criteria-based pilot site selection model:** Recognizing that SC guidance to date has wisely supported the use of a ‘ridge to reef’ model to guide our landscape conservation efforts we will use hydrologic units, or sub-watershed classifications, as the base spatial unit in the pilot area selection process. The SC recommended several criteria (listed above) and have tasked Staff with using other existing CLCC resources to develop additional selection criteria (utilizing for instance the Mission Alignment and Ecosystem Governance documents). Criteria must be directly or indirectly (e.g. through a surrogate index) measurable at the sub-watershed scale. Staff will share the proposed criteria with appropriate partners for feedback and finally with the SC for final approval (do these meet expectations and will these lead us to the optimal site selection? What are we not considering? Which criteria are not important to consider?). Once the final list of criteria is agreed upon we will compile data for analyses. We will enlist the assistance of decision support specialists to develop a weighted selection model that pools across criteria within each sub-watershed and provides a single sub-watershed score. The results will serve as a data-driven facilitation tool to lead discussions for final SC selection of pilot area(s). This task will be led by the Science Coordinator with support from FWS specialists, Coordinator, and Partnership and Communications Coordinator.
- **Completion of objectives hierarchies and indicators:** The SC tasked staff with leading the completion of the objectives hierarchies around the three main fundamental objectives: ecosystem integrity, human well-being and satisfaction, and cultural and historical resources. Staff led by the Science Coordinator will develop draft solutions based on SC guidance, experience, and past discussions with stakeholders. Completed draft forms can then be systematically “shopped around” by staff to various stakeholder groups for review and input. Our goal will be to develop complete objective hierarchies leading to clear measurable indicators for a generic watershed (ridge to reef). The ‘generic’ statement is intended to make clear that at this point the objectives hierarchies are not intended to represent a specific watershed, but instead be readily transferable across watersheds to maximize continuity once we move beyond the pilot area to a broader geographic. A key later step, will be to work with local stakeholders to fine-tune the objectives and indicators specifically for the focal geography; utilizing a generic model to begin will assure that all watersheds will address the same core values-based objectives that way we’ll always be working toward the same end goals (example sediment and land-based pollution reduction, maximization of forest connectivity), so that the goals can be expressed and worked on uniquely

at the finer scale local scale and still add-up across the landscape toward common goals. At the LCD training work the SC and staff will begin to apply the objectives hierarchy to the specific pilot area and walk through the subsequent stages of LCD development.

- **LCD Training:** A major need was identified for training to increase awareness of LCD and long-term conservation planning approaches and outcomes on the part of stakeholders and SC to understand personal and organization's roles, as well as the roles of other stakeholders. At first a designated workshop was envisioned but the work plan was revised to integrate LCD training activities within the Conservation and Science Strategy work area steps. For instance, the pilot area selection meetings with the SC will include elements of trainings as well as other meetings and workshops within the work plan. Staff and Executive Team will work to identify appropriate trainers, activities, and funding sources.
- **Meet SECAS expectations:** Staff will work with SECAS and LCC Network to integrate spatial products and communications products to the SECAS effort and communicate CLCC contributions to SECAS as well as assist with science delivery to SEAFWA and other SECAS stakeholders throughout the work plan year. Staff are charged with keeping the SC up-to-date on all national and international-level priorities, including SECAS.
- **Creation of a GIS Corps:** Spatial analysts are critical to utilization of the LCD methodologies. In 2016 the CLCC has benefitted from the spatial work coming from Conservation Action Teams as well as time of FWS spatial analysts as in-kind support to the CLCC efforts. In Summer 2016 a temporary FWS Biologist was hired for six months to assist the CLCC with meeting SECAS expectations. For 2017 the in-kind services and CAT support will still be available but the dedicated personnel will not. As such, the Science Coordinator will work with partner agencies to develop a GIS Corps to support collaborative GIS efforts that will provide spatial expertise as needed for LCD efforts. To be effective the Corps will require clear coordination by CLCC staff (GIS coordinator, if position funding remains, in conjunction with Science Coordinator) as well as internal quality control peer-review.

Next steps: FY17 and beyond:

It will be important to engage local stakeholders more completely in the process of LCD, therein the first step on the FY17 work plan will be to identify key stakeholders in the pilot area selected, evaluate interest and potential roles, and determine how best to engage. After that, the second step is to take the work done by the SC and present it to local stakeholders (and potential partners) within the specified pilot area geography. The expectation of this engagement (potentially a workshop of 2-3 days or a few single day events over a few months depending on stakeholder evaluation results) will be to more fully fine-tune the objectives and especially the indicators based on available data and specific needs (within the context of the higher level objectives), to identify data sets to support development of baseline conditions, identify current and future vulnerabilities and threats. For more detailed tasks associated with these first two steps see the communications work plan. Once our GIS team completes another series of stakeholder engagement activities will be hosted to set future conservation goals, i.e. indicator targets, work through future scenarios (to identify realistic targets and the most appropriate strategies), and develop suites of spatially-explicit strategies, timelines, funding methods, monitoring programs, and evaluation criteria (beyond the indicators). Details for the FY17 work plan will be fleshed out in more detail in late fall, early winter depending on progress and trajectory.

Timeline

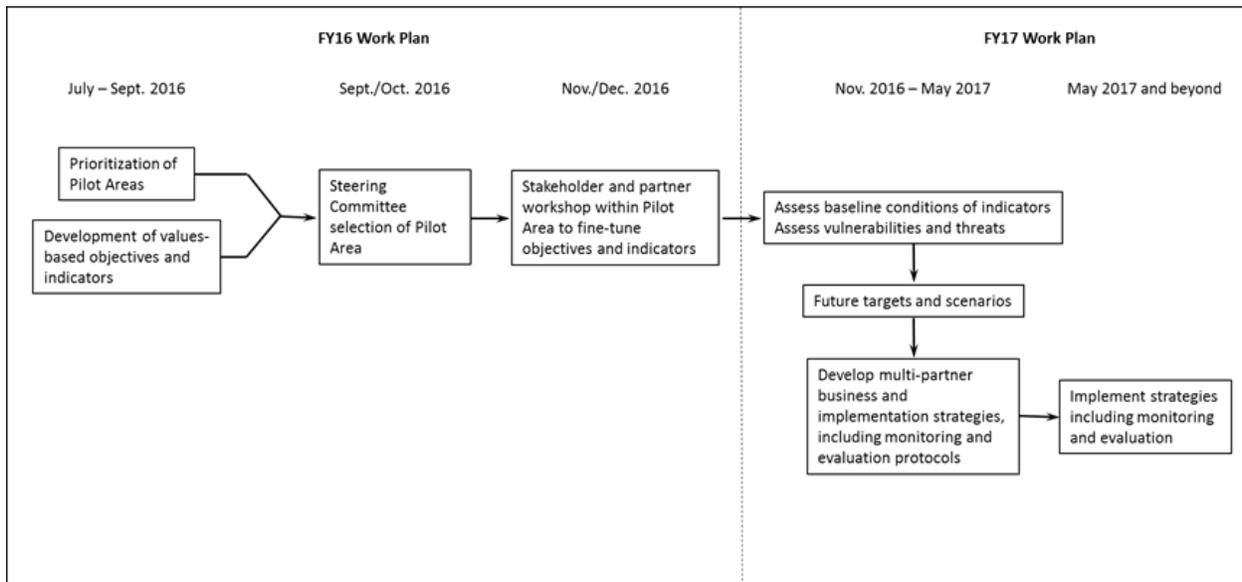


Figure 1. Schematic representation of the FY16 and FY17 CLCC Science/Conservation Work Plan toward developing LCD within a discrete pilot area. Steps to achieve the FY16 goals are explained in the accompanying text, whereas the FY17 details will be fleshed out in Nov/Dec of 2016 depending on progress and the trajectory of events.

2. Toward our Communications/Marketing Strategy:

Background/Communications History

Since 2012, CLCC Communications goals have focused on developing standard operating procedures for internal communications between staff and Steering Committee, developing an online infrastructure to support effective science delivery and share information on the CLCC's work, building a large and diverse stakeholder base, communicating who we are (i.e., partner composition, organizational structure, secretarial order), ensuring strong attendance at our meetings and workshops, promoting what we provide (e.g., data center), integrating CLCC work into LCC Network communications, and promoting conservation science and management and climate change adaptation in the Caribbean in general. We have been successful in growing a large follower base with analytics among the highest in the LCC Network (Email list is 1,445 subscribers, 844 Facebook followers, 1, 805 Twitter followers as of September 14, 2016), executing well-attended workshops and meetings across the islands that achieve meeting purposes and desired outcomes, re-envisioning what science delivery is in conjunction with the LCC Network Science Delivery Working Group, developing useful online tools to assist scientists and

managers have better access to data and information, and attracting diverse users of our science products, in particular the data and publications housed in the CLCC Data Center and Interactive Map and Ecosystem Governance page.

At the November 2014 Steering Committee meeting an Overall Communications Goal Statement was approved and reflects the above described communications goals from 2012-2016 with some technical modification made by Staff:

Note: The CLCC Communications Strategy is meant to articulate the path forward for achieving established multi-partner broad communications goals for the CLCC. Tactical communications plans will still be necessary for individual projects, stakeholder engagement activities, and outputs of Conservation Action Teams and Research Teams.

To develop usable and engaging communications to achieve effective science delivery of CLCC products and to demonstrate the CLCC's relevance and value to the communities it serves. To do this, CLCC Communications will:

- *Inform and inspire on the merits of long-term conservation planning and partnerships [future thinking];*
- *Provide consistent, clear, usable and engaging communications to achieve effective science delivery of CLCC products and to demonstrate the CLCC's relevance and value to the communities it serves;*
- *Be transparent and accountable to partners, US and island legislatures, and the American public;*
- *Be capable of meeting the conservation challenges of the 21st century.*

In the beginning of the Cooperative, generating quality content was difficult due to stop and start web design and development and incompleteness of priority tasks by contractors, the time divergence between completion of first round of research projects and need for content and stakeholder engagement, the lack of a shared vision by all partners before the decision to adopt LCD was made by the SC, disagreements in “image” vs “value” and “process” vs “product”, and the Partnership and Communications Coordinator’s primary focus on coordination of Steering Committee and Conservation Action Teams, partnership building, event planning and facilitation, ecosystem governance research and institutional analysis, rather than on generating communications products and content. A challenge of good communications is also the resulting heightened generation of requests for information and the time and staff limitations to address them all. Additionally, communications have been done independent of the science strategy objectives and the Steering Committee objectives hierarchies. Each of the fundamental objectives identified at the June 2015 SDM workshop identified communications objectives and, as the CLCC continues to develop strategies for each objective, the communications work plans and broader strategy should be redirected to focus on those priorities.

The CLCC has a portfolio of traditional and new media (or digital and non-digital) communications tools that we have been employing since 2012 as well as associated metrics and frequent tracking for each. These metrics are useful for allowing us to better understand our audience, to expand our followers and subscribers and to improve usability of our products. However, there are no clear metrics that evaluate how effective the content and products are for affecting conservation or adaptation on-the-ground and achieving the mission (“to develop and implement coordinated, efficient and effective landscape-scale conservation design and strategy to conserve, restore and sustain ecological and cultural resource and

human well-being in the Caribbean inside and outside of CLCC jurisdictional boundaries”). Developing a series of metrics to determine if CLCC communications (digital and non-digital) and conservation science strategies are informing and achieving conservation action (management, policy, investment, evaluation, community-based work, etc.) is a major focus of the 2016-2017 work plan and will serve as a stepping stone for a more comprehensive monitoring and evaluation program for the CLCC.

Additionally, past communications have largely been done by CLCC Staff with some collaboration with other public information officers from the Southeast Climate Science Center, NRCS, DNER, EPA, and LCC Network. The future communications strategy should include agency inreach and coordinated external messages and products across all CLCC partner organizations (called co-communication).

Communications/Marketing Activities for 2016-2017

- **Assess existing SWOT, communications goals, target audiences, and metrics.** The Partnership and Communications Coordinator will work with strategic planning consultant and staff to determine if the 2014 Overall Communications Statement needs to be modified based on the direction of the Conservation Science and Business Strategies, determine if the target audiences are consistent with the Conservation Science and Business Strategies, determine if the metrics allow the CLCC to accurately measure and evaluate whether effective science delivery and other communications goals are being achieved (If not, come to agreement on new metrics), and to review 2014 SWOT to review communications-specific SWOT results. If necessary, conduct a second SWOT specific to communications.
- **Co-develop messages and "define our story “across all partner organizations that effectively speak to target audiences using modified Overall Communications Statement, Strategic Plan developed by Vendor (see business plan), LCC Network, and SECAS messages.** The Partnership and Communications Coordinator will identify staff members from each organization that are skilled in communications or the designated communications/outreach/education/public affairs official for that entity, seek commitments from management to allow the identified persons to participate in developing shared messages and circulating them (including identification of tools each partner has for communicating that would be available to the cooperative, a "communications toolbox"), co-develop these messages, and present to the SC for approval. Once the high-level messages are approved, the Partnership and Communications Coordinator will work to update existing products or create new ones.
- **Assess the tools, channels, products, and metrics currently available in-house and potentially available through the partnership based on their utility/added value/performance, associated costs or in-kind requirements, and practicalities of use.** Determine which tools (and channels/tactics/metrics) are critical and should be maintained, are critical and should be improved, are non-critical and can be removed from the strategy. Decision to be based on whether the tool or tactics add value and performance and could help with metrics and reaching overall communications goal. If tools or tactics are identified that are not currently being employed and require a budget, the Coordinator and Partnership and Communications Coordinator will seek to identify potential resources.

- **Co-develop actionable objectives (ideas for tasks, tools, tactics, and metrics) considering available human and financial resources and needs of conservation science and business strategies:** The Partnership and Communications Coordinator will work with conservation science and strategic planning (business plan) drafters to co-develop actionable objectives and identify roles, responsibilities, and resources.
- **Plan budget based on target objectives and identified communications tools:** The Coordinator and Partnership and Communications Coordinator will draft a budget based on the above elements and identify what requires cash contributions, in-kind or can be done in-house.
- **Integrate elements from above into draft communications strategy,** review and refine for public use, and present to SC for approval.
- **Start implementation of communications strategy:** For those items in communications strategy that require contractors or vendors (website, graphic design, video production, etc.) develop RFPs/RFQs, find vendor(s), and start contracts with vendors to implement those communications strategy actions. Implement communications strategy and work on parallel task above to develop FY18 work plan for implementation.
- **In parallel to the above processes,** staff led by the Partnership and Communications Coordinator will continue stakeholder engagement efforts and designing, developing, and distributing communications products, events, and online content for CLCC mission promotion, activities, research projects, and Conservation Action Teams, including the development and implementation of tactical communications plans for individual projects. Additionally, the staff will finish draft and conduct user experience elicitation and interviews of those who have downloaded data from CLCC Data Center to serve as assistance to tactical communications plans but also to serve as baseline for development of communications strategy.

The Executive Team decided on a May 20th, 2016 call that the timeline for the 2016-2017 Communications Strategy should be flexible since many of these tasks are in conjunction with or dependent on the conservation science and business actions and decision points, the future staffing for the Partnership and Communications Coordinator position, and on the role of the new coordinator. Activities will be monitored by staff and Steering Committee based on these considerations and so the communications work area activities might change mid-course.

Tracking and Monitoring Work Plan Activities and Sub-tasks

The Staff developed a companion, detailed work plan tool in an Excel Spreadsheet with work plan activities and timelines with associated sub-tasks not described here as well as assigns leads and teams for each. This tool is to be used by Staff and Steering Committee to track progress, schedule and monitor activities and sub-tasks, and for making any needed modifications.

